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Berlin, 23 Dec 1949.

German Reichsbahn,
The Director General,

To the
Presidents

of the Reichsbahn Directorates.

Subject: Introduction of the Re-Organization within the German Reichsbahn.

Now that the re-organization has already gone into effect in the General Directorate, it is to be introduced into the Reichsbahn Directorates and the Reichsbahn Offices. In modification of the recent order - GD (A XIII)118/19 - of 25 Nov 1949, the General Directorate is organized into the following departments:

- I Operations
- II Passenger Traffic
- III Freight Traffic
- IV Machinery and Technical
- V Repair Plants
- VI Construction and Investments
- VII Security and Telecommunications
- VIII Planning and Statistics
- IX Supply of Materials
- X Purchase of Materials
- XI Finance
- XII Labor and Wages
- XIII Law and Administration
- XIV Cultural and Social Affairs
- XV Education
- XVI Personnel

Reichsbahn Directorates are to be organized along the same lines in their re-organization of 2 January 1950. Department V (Repair Plants) is to be left out in Reichsbahn Directorates. All other departments are to be numbered in the same manner as those in the General Directorate.

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Employment in Reichsbahn Directorates and Reichsbahn Offices is to be on the basis of their provisional T/O's which were approved during the recent conferences in October 1949. They were fixed according to the size and work program of the Reichsbahn Directorates. Following are the numbers approved for the various directorates, including Reichsbahn offices:

Reichsbahn Directorate Berlin	1,276 employees
Reichsbahn Directorate Cottbus	478 employees
Reichsbahn Directorate Dresden	1,228 employees
Reichsbahn Directorate Erfurt	962 employees
Reichsbahn Directorate Greifswald	568 employees
Reichsbahn Directorate Halle	1,014 employees
Reichsbahn Directorate Magdeburg	796 employees
Reichsbahn Directorate Schwerin	689 employees

The number of employees for Reichsbahn Offices has been determined according to their classification and their work program.

Personnel matters affecting permanent employees will be handled by the General Directorate for the time being.

Should a change in the number of employees within departments of Reichsbahn Offices become necessary, then a request must be made to the General Directorate giving in detail the reasons for such change.

In order to assure a uniform organization, drafts of the Administrative Directive for Reichsbahn Directorates, Directives for Official Inter-Office Usage, and a Survey of the Number, Designations, and Duties of the Departments and Special Sections, have been enclosed for use by Reichsbahn Directorates. They will be sent in final form to the Reichsbahn Directorates as soon as they are printed. Administrative directives for Reichsbahn Offices will follow.

The presidents will see to it that these instructions are carried out, and they will report by 1 February 1950 that the re-organization has been carried out as ordered, enclosing the new operations plans for Reichsbahn Directorates and Reichsbahn Offices.

signed: Kreikemeyer
(seal)

Indorsed:
signed: Heck

(26 Jan 1950 - 6)

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CONFIDENTIAL**Subject: B 272**

Survey of Departments and Special Sections for Use
in Reichsbahn Directorates

No.	Department	No.	Special Section Activity	Abbreviations for Departments (to be used by Specialists)
1	2	3	4	5
I	Operations	11	Operational Director	
		12	Technical-Operational Specialists	B
		13		
		14		
		22	Passenger Timetable	
		34	Freight Timetable	
II	Passenger Traffic	21	Passenger Traffic	R
		22	Passenger Timetable	
III	Freight Traffic	31	Freight Transport and Freight car Service	
		32	Freight Dispatch Service	
		33	Freight Rates	
		34	Freight Timetable	
IV	Machinery and Technical	41	Hauling with Steam Locomotives	M
		42	Repair shops and Technical Services	
		43	Technical Railroad-Car Service	
		44	Motor cars, Rail-Motor Cars	
		45	Mechanical and Machine Equipment	
		46	High-Voltage Current Service	
VI	Constructions and Investments	61	Technical-Construction Specialists	Bau
		62		
		63		
		65	Surface Construction	
		65A		
		66	Bridges	
		67	Above-Ground Installations	
		67A		
VII	Security and Telecommunications	71	Security	Sf
		72	Telecommunications	
VIII	Planning and Statistics	81	Planning	PL
		82	Statistics	

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1	2	3	4	5
IX	Supply of Materials	91	Management, Bookkeeping Accounting, Handling of Supplies	Mv
		92	Supply Requirements, Requi- sition and Distribution	
X	Purchase of Material	101	Purchasing	Me
		102		
XI	Finance	111	Finance	F
		112	Cash and Accounting	
XII	Labor and Wages	121	Wages and Rates	A
		122	Personnel Relations	
XIII	Law and Administ- ration	131	Administrative Specialists	V
		132		
		133		
		134	Organisation, Railroad Guard, Labor and Social Law	
		135	Traffic Law	
XIV	Cultural and Social Affairs	141	Social Affairs	K
XV	Education	151	Education, Schools	S
XVI	Personnel	161	Non-Technical Personnel	P
		162	Technical Personnel	
		163	Women's Affairs	

1. Only those special sections are to be established which have been approved in the organization plan by the Director General.

2. Designations for specialists and other office personnel will consist of the abbreviations for the departments (Column 5) and the number of the operational plan.

For specialists and other office personnel employed in the Operations Department of the Reichsbahn Directorate the letter "L" is to be used instead of an abbreviation for the department.

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CONFIDENTIALSubject: B 272/30DraftAdministrative Directive for Reichsbahn DirectoratesEffective 1 January 1950Paragraph 1 - Competence

1. Reichsbahn Directorates direct operations in the districts, especially installation and traffic operations. The Director General can turn over certain operations for several Reichsbahn Directorate Districts to a specially established Central Reichsbahn Office or to an operational Reichsbahn Directorate.
2. Reichsbahn Directorates handle all operational matters of the German Reichsbahn, except court matters; court matters are handled by the President.

Supplement to Paragraph 1

Naturally, Reichsbahn Directorates are competent only in matters concerning the Reichsbahn. Special directives are issued for activities of the Reichsbahn Directorates and their presidents concerning railroad guards.

Paragraph 2 - Operations in General

1. The competence of the Reichsbahn Directorates may be seen from the Administrative Order of the German Reichsbahn, for this directive, and from any further directives of the Director General. Generally, operations of the Reichsbahn Directorate are to be stated in the operational plan.
2. The head of the Reichsbahn Directorate is the President. He is responsible for orderly and competent administration for the whole district. In particular, he is responsible for the economy and profitability, and for traffic service in accordance with the Economic Plans and from the point of view of the whole railroad system's economy.
3. The Director General fixes the number and the competence of the departments in the Reichsbahn Directorates and he appoints their heads. Furthermore, he fixes the number and the competence of the special sections.

CONFIDENTIALSupplement to Number 3

The President, the vice-president, and the head of personnel are appointed by the Minister for Traffic.

The president can alter the assignment of the special sections up to a certain point himself if the case involved requires the transfer of certain tasks to a specially suitable specialist. The Director General must be notified of any changes of this kind.

Paragraph 3 - Operational Decisions

1. Individual decisions are to be made for operational matters of the Reichsbahn.
2. Decisions must be made in accordance with the president's directives. As a rule, particularly important questions should be discussed with the vice-president, the cultural director, or one of the department heads before a decision is made.
3. The president designates generally or for the individual case
 - a) whether he wants to decide on the matter himself,
 - b) whether he wants to co-sign the decision, or
 - c) whether he wants the collaboration of the vice-president, cultural director, or the competent department head.
4. The department head takes part in all matters where the presence of the president is necessary. In individual cases he can decide whether he wants to participate in a matter handled by a specialist from his department.
5. Otherwise specialists work independently on their tasks.
6. The vice-president, the cultural director, the department heads, and the specialists must inform their supervisors promptly on matters where the importance of the job becomes evident during the process of working on it, thereby furnishing their supervisors the possibility of collaborating on any further actions.
7. Generally the presidents and the specialists are in direct touch with one another. However, department heads must be kept informed.

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Supplement to Number 4, Sentence 2

The presidents must take care that this does not prejudice the feeling of independence on the part of the specialists and thereby decrease their enjoying the feeling of responsibility.

Paragraph 4 - Personal Official Tasks of the President

1. The president is the official and personal supervision of all the personnel in the Directorate District.
2. Personal official matters to be handled by the president are in particular:
 - a) Personnel matters affecting high-ranking employees.
 - b) Personnel matters affecting members of the Inspection Office.
 - c) Determine who shall represent office heads.
 - d) Give advance approval for official trips by the vice-president, cultural director, department heads, and specialists of the Reichsbahn Directorate.
 - e) Handle complaints against decisions of the Reichsbahn Directorate.
 - f) Take care of all other tasks for which he is responsible according to personnel directives.
3. The president can always turn over individual cases under number 2 a - f which are of minor importance to the vice-president or a department head.

Paragraph 5 - Deputies for the President

1. The president is authorized to grant himself up to eight days of leave of absence; however, he must inform the Director General of any absence, official or otherwise, lasting more than three days.
2. The vice-president acts as deputy for the president. Should the vice-president also be absent, then the cultural director acts for the president in matters within his competence; otherwise necessary representation is regulated by the operational plan.

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Paragraph 6 - Vice-President and Cultural Director

The vice-president and the cultural director, within the sphere of their competence, are to help the president in carrying out his tasks. They must take part in all matters reaching into their sphere of competence in order to be able to do their jobs in handling these matters.

The vice-president can at the same time be in charge of a department.

Paragraph 7 - Department Head

1. Department heads should aid the president in his task within their departments. They are responsible for the orderly and unified handling of operations. Department heads are the official supervisors of employees in their department.
2. Deputies for department heads for carrying out tasks delegated to them by the president are provided for by the operational plan. Should the persons who were to act as deputies also be absent, then these tasks revert to the president.

Supplement

As a rule the following persons should be called on to be placed in charge of departments: Specialist 10 for Operations Department, Specialist 30 for Freight Traffic, and Specialist 40 for Machinery and Technical.

Paragraph 8 - Specialists

1. Specialists are responsible for carrying out the tasks assigned to them by the operational plan, expertly and in the manner prescribed.
2. Specialists are authorized to legally represent the Reichsbahn Directorate within their sphere of activity (compare with numbers 25 and 26 of the administrative order for the German Reichsbahn).
3. Specialists responsible for action must allow all specialists to participate in incoming projects who can be presumed to have any substantial interest in the projects, regardless of whom the projects are assigned to. The participation is indicated by co-signing, (in urgent cases, even after action has been taken). Prior oral or telephone conferences are suggested for all important matters.
4. Deputies for specialists are to be arranged for according to the opera-

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tional plan

Supplement to Number 3

Specialists with legal knowledge should always participate in matters involving legal questions.

A specialist with legal knowledge must be employed to follow up laws and legal decisions, to inform participants of important changes concerning the Reichsbahn, and to suggest necessary actions.

Paragraph 9 - Orders and Rules by Specialists in Urgent Cases

1. Only in urgent cases can the specialists change directives or standing orders by oral orders, and only in matters within the sphere of competence, which has been turned over to them for independent action (paragraph 3, Number 5). Office chiefs should be consulted prior to such orders, if possible. Oral orders of this type should be quickly followed up in writing.
2. In case of an approaching danger specialists are supposed to take action even in matters not within their sphere of competence. It is up to the president to set up standard procedures for any occasion of that sort.

Paragraph 10 - Finance Specialist

The finance specialist must aid the president in the economic management of the district. He must see to it that attention is paid to the principles of the finance plan and to sensible and economic management and profitability, particularly in regard to utilizing means of income and determining expenses. The finance specialist must be included as a participant in all matters of financial import in time to be able to have his influence in actions to be taken on these matters. His main tasks are to make estimates, carry out the economic plan, and keep an eye on the whole financial situation in the district.

All decisions of the Reichsbahn Directorate concerning complaints of the Inspection Office must be present to the finance specialist for his co-signature. Complaints of the Inspection Office concerning important matters

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must be shown to the financial specialist at the time of their arrival.

Paragraph 11 - Operational Plan and Operational Procedure

1. The president sets up the operational plan, which determines the individual responsibilities of the department heads, specialists and experts. In turning over individual matters the president can deviate from the operational plan.
2. The president sets up the general operational procedure. He decides which incoming matters are to be presented to him and which to the vice-president, the department heads, and the specialists. However, he can deviate in individual cases from this decision. Department heads have the right to have presented to them other matters coming into their department.
3. Communications between specialists must be carried out along the shortest possible route.
4. If differences of opinion within a department or among several departments cannot be settled, the president will make the decision.
5. Correspondence between Reichsbahn directorates and offices or branch offices should be carried on only if the type of work requires it. Otherwise the telephone should be used, and if correspondence is necessary it should be kept to a minimum.
6. The press specialist is responsible for press matters of the Reichsbahn Directorate, and he carries on all correspondence concerning the press. All the mail to the press must go through him and also all oral information to the press must be given by him. He must observe and follow up press articles concerning railroad matters. Upon his request, specialists must give him at once all the information for reporting and explaining an article. They must also inform^{him}, without his request, of matters which are of interest to the press. He must be notified of all accidents, operational disturbances, unusual incidents, etc., as quickly as the press requires it.

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Paragraph 12 - Complaints

1. The Reichsbahn Directorates make the final decisions on complaints against directives from the heads of Reichsbahn Offices.
2. The president makes the final decision on complaints against decisions of the Reichsbahn Directorate (Paragraph 4, Number 2e), provided no different directive or legal decision exists. Should the president decide on a pre-examination, then this examination must be carried out by a specialist who has not been involved in the matter concerned.
3. If it can be assumed that the General Directorate would wish to have a voice in deciding a given matter, or would want to make the decision itself, because of the general, basic, or political importance of the complaint, then the General Directorate must be informed before a decision is made.

Paragraph 13 - Conferences

1. Conferences of the Directorate are called by the president according to requirements; as a rule they will take place on a Monday. The vice-president, the cultural director, the department heads, the specialists, and higher echelon employees of the co-ordination service will take part regularly in these conferences.
2. Lectures and discussions in conferences of the Directorate should inform the department heads and specialists on matters of particular or general importance. Furthermore they should contribute toward an understanding of the peculiarities and requirements of various specialized sections and thereby assure good collaboration between the individual departments and specialists' sections; and finally, they should aid the president in making his decisions.
3. Department heads can call conferences within their departments in order to discuss questions affecting their sections. The president is to be informed of such conferences and of the order in which the subjects will be discussed.
4. The president is to call conferences with the office heads at certain intervals.

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Simple discussions which department heads have with the specialist in their own departments on individual questions are not considered regular conferences.

Paragraph 14 - Form of Letters and Directives

This paragraph gives details on the form of inter-office letters and directives.

Paragraph 15 - Signatures on Outgoing Matters

This paragraph gives details specifying who must sign outgoing mail and how it should be signed.

Paragraph 16 - Format of Reports to the Director Generaland the General Directorate

This paragraph gives details on standard type reports, their format, and details to be included.

Paragraph 17 - Final Order

The Operational Directive for the Reichsbahn Directorate which has been in force since 1 June 1927 and The Operational Directive for the Offices of the Reichsbahn Directorate (Office Procedure) in force since 1 May 1930 are declared invalid.

Berlin, 1 Jan 1950
(26 Jan 1950 - 6)

German Reichsbahn,
The Director General

Signed: KREIKEMEYER

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Subject: B 2/32

CONFIDENTIALDraftDirective for Official Inter-Office Procedures for Reichsbahn Directorates

Effective 1 January 1950

Paragraph 1 - Intake

This paragraph deals with procedures for handling, forwarding, and filing incoming correspondence, telegrams, and other matters.

Paragraph 2 - Marginal Markings (Distribution)

1. Incoming business correspondence, in addition to being stamped with the in-stamp, are given marginal distribution markings, as follows,

For:

- | | |
|----------------------|---|
| a) The president | - Pr |
| b) Vice " | - VPr |
| c) Cultural Director | - KD |
| d) Department Heads | - the number of the department (I, II, etc.) |
| e) Specialists | - the number given in the operational plan (10, 21, 43, etc.) |
| f) Experts | - the expert's own designation |

To f): Designations for experts consist of the abbreviation of the department and the number of the operational plan.

Department I	Operations	B
" II	Passenger Traffic	R
" III	Freight Traffic	G
" IV	Machinery and Technical	M
" V	Repair Plants	W
" VI	Construction and Investments	Bau
" VII	Security and Telecommunications	Mf
" VIII	Planning and Statistics	Pl
" IX	Supply of Materials	Mv
" X	Purchase of Materials	Ma
" XI	Finance	F
" XII	Labor and Wages	A
" XIII	Law and Administration	V
" XIV	Cultural and Social Affairs	K
" XV	Education	S
" XVI	Personnel	P

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The following section gives details on procedures concerning signing and presentation of correspondence.

Paragraph 3 - Presentation

This paragraph describes the manner and urgency of presenting incoming matters to the respective departments, section, etc.

Paragraph 4 - Competence

This paragraph deals with determining who should receive incoming matters, who should be notified of such matters, etc.

Paragraph 5 - Action to be Taken

This paragraph goes into details on form, format and procedure in taking action on incoming matters.

Paragraph 6 - Time Limitation on Actions

This paragraph deals with priorities and deadlines.

Paragraph 7 - Correspondence

This paragraph goes into detail on phraseology and procedures to be used in correspondence.

Paragraph 8 - Format of Correspondence

This paragraph gives details concerning the format and form for writing letters, orders, etc.

Paragraph 9 - Reports to the Director General and to the General Directorate

Special form to be used for reports to the Director General and the General Directorate.

Paragraph 10 - Office Aids

This paragraph refers to the use of reference material, note-books, the library, a card system, office machines, etc.

Paragraph 11 - Technical Office Operations

This paragraph stresses simplicity in technical matters, the use of drawings, drafts, etc.

Paragraph 12 - Signatures, Final Copies

This paragraph explains who should sign final copies and in what order

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they should be signed.

Paragraph 13 - Folders for Business Matters

This paragraph explains the type of folders to be used for business matters and what the colors of the containers indicate. E.g. Yellow for very urgent matters, Red for urgent, Gray for other matters, and Green for items that have just come in.

Paragraph 14 - Final Order

The Directive on Procedures in Operational Matters for the Reichsbahn Directorates and the prescribed methods of action in force since 1 August 1930 are declared invalid.

Berlin, 1 Jan 1950

German Reichsbahn
The Director General

Signed: KREIKEMEYER

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